



# ENHANCING VISITOR SATISFACTION THROUGH TRAINING AND PROFESSIONALISM

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# Visitor Satisfaction

- A fundamental aim of tourism enterprises
- Especially important for relatively high-cost destinations such as French Polynesia
- Included in Fāri'ira'a Manihini 2027 but not prominently



# FP's Tourism Strategy refers to satisfaction

- Personalisation of the care of the visitors
- Analyse visitor satisfaction
- Inclusive tourism implies analysing the feelings of locals in addition to those of the visitors
- Seek to achieve an effective match between international promotion and the actual experience of visitors during their stay





## Outcomes from Meeting Customer Needs

- Increased loyalty
- Repeat purchase
- Word of mouth endorsement
- Greater tolerance of price increases
- Enhanced reputation
- Low cost customer acquisitions
- Improved staff morale and workplace satisfaction

# Importance of Repeat Customers

(Frederick Reichheld of Bain & Company 2018)

- Acquiring a new customer can cost five times more than retaining an existing customer.
- Increasing customer retention by 5% can increase profits from 25-95%.
- The success rate of selling to a customer you already have is 60-70%, while the success rate of selling to a new customer is 5-20%.





## 4 Ps of Marketing

1. Product

2. Price

3. Place

4. Promotion

- Tempting to jump to 'Promotion' but essential to first ensure that the 'Product' is right



# Getting the 'Product' right

- Develop and market test the product itself
- Ensure the professionalism of the company offering the product
  - *Professionalise and/or train the owner*
- In tourism, staff are a fundamental part of the product
  - *Essential to adequately train all staff*



# Market Needs Change

Customer expectations are constantly increasing


Speed of change is increasing

Product may meet the needs of the customer this year but what about next year?

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Modify product to maintain/increase levels of satisfaction



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- Critical that tourism operators strive for excellence
  - Tourism industry made up largely of small enterprises
    - Operators often have the passion but not the skills
  - As professionalism stems from the owners, it is critical that they are well trained
  - Very difficult for small operators to get away to go on training courses

# Tourism Excellence Victoria

- In Victoria, owners knew that many tourism operators were sub-standard but most felt that it was other operators who were poor
- Case studies of good performance were useful to encourage excellence
- Online training was of value





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- A photograph of a group of people in a meeting or conference. They are seated and facing away from the camera, with their hands raised in the air, indicating active participation or agreement. In the background, a man in a light blue shirt is standing and speaking. The room has a whiteboard and a brick wall.
- More important was the identification of product champions
    - Able to identify with them
    - Examples of what worked and what didn't
  - Industry association meetings were also of great value
    - Business owners learn from their peers





# Accreditation

- Independent recognition that an organisation meets the requirements of governing industry standards
- An effective means of ensuring operators meet minimum standards
- Standards can increase over time
- Must be communicated to the market – recognised logos
- Start with a tourism industry wide accreditation program before looking at sector specific programs



- Leading Australian tourism operators display the Quality Tourism Accredited Business Logo.
- They've met specific criteria ensuring they are committed to exceeding your expectations with great customer service and the highest standards of business practice.
- When you choose a business with the “tick” you can expect:
  - *Quality*
  - *Reliability*
  - *Professional customer service*
  - *Accuracy in advertising*
  - *Sound environmental practices*
  - *An appropriately licenced and qualified operator*
  - *Adherence to a Code of Ethics*

# Staff Training

- In tourism, staff are a key component of the tourism product
- The skills and the attitude of staff have a great influence on the visitor experience & can provide the essential point of difference with other operators
  - Trip Advisor comments
- Given this, It is essential that staff are well trained
  - *Not just at the start of their employment*





Confucius:

“Give a person a fish and you feed him for a day. Teach a person to fish and you feed him for a lifetime”



- Personal development
- Lifelong learning

# Training Considerations

- Before initiating a training program it is critical that the objective and the knowledge to be acquired and how it is to be applied should be communicated to the staff.
- Training enables an organization to remain relevant in the changing world of business
- Training can give staff the knowledge and ability to create a customer focused experience
- Training is an important means to help innovation and to create innovative behaviour in the workplace. Innovation in turn enhances organization success



# Training Benefits the Staff

- Training plays a vital role in enhancing employees' performance and increases productivity thereby resulting in organization effectiveness
- Studies have shown that training programs:
  - Increase employee satisfaction
  - Enhance employee morale
  - Increase staff retention
  - Decrease staff turnover.
- Training can help attract and retain good staff



# Training should be seen as an investment, not a cost

- Since training can be expensive, some ask
  - *‘What if we train staff and they leave?’*
- The more important question is:
  - *‘What if we don’t train them and they stay?’*



# Attracting the Right Staff

- Jobs in tourism need to be seen as well regarded positions, not just the 'job you take until you get a real job' if the industry is to attract the right calibre of people
  - Europe vs Australia
- Staff require the necessary skills but must have the right attitude
  - Can't train for attitude
- Potential opportunities for career in tourism needs to start in primary school





# Key Dimensions of Training in Tourism

- Customer orientation
- Technical skills for roles
- Language skills
- Cultural understanding and sensitivity



# Key types of Training

- In-house training
- Via registered training providers
- Industry wide training programs
  - Destination Leaders Program for industry champions



# Key Training Ideas

- Orientation
- Staff handbook
- Shadowing
- Mentoring
- Courses
- Technology to enable access to handbooks and videos on the go from smart phones



# Internal Labour Market

- Training can underpin an 'internal labour market'.
- Staff trained at one business move to another in the same industry & vice versa.
- This leads to a pool of well qualified staff within the industry





# Qualifications



- Certification
- Hierarchy of qualifications
- Recognition of prior learning



- Lifelong learning



# Strategy References on Training

- Develop a program of training in tourism in schools
- Develop training initiatives focused on the customer experience
- Strengthen English language skills
- Make skills training more accessible
- Develop local application centers specialized in hospitality training



# Summary

- Visitor satisfaction is fundamental to business success
- Get the product right before release
- Train operators to ensure business excellence
- Accreditation





- Continually train staff to produce motivated staff and ensure high levels of customer satisfaction
- Continually monitor customer needs and levels of satisfaction
- Modify product as necessary

